



86-1404

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Design of a New Agency Job
Evaluation and Compensation System

FROM:

William F. Donnelly
Deputy Director for Administration

EXTENSION

NO

DATE

13 August 1986

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. D/Communications
2. D/Finance
616 Key3. D/Information Services
1205 Ames4. D/Information Technology
2D00 Hqs5. D/Logistics
6. D/Medical Services
1D4040 Hqs7. D/Security
8. D/Training and Education
1026 CoC

9.

10.

11.

12.

13.

14.

15.

ALL:

At the DDA staff meeting on 12 August, Bob Magee spoke about the contents of the attached document. This is the beginning of the foundation work on an effort to develop a new compensation system for the CIA. It does not mean the GS system has been abruptly laid aside. It does mean that during the next 18 months we are seriously looking for an alternative. Please note the contributions required by various offices as OP proceeds with this initiative.

William F. Donnelly

Attachment:

Memo re New Agency
Job Evaluation and
Compensation System

cc to Dir +
Staff chiefs pls.

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31 JUL 1986

MEMORANDUM FOR: Deputy Director for Administration

FROM: Robert W. Magee
Director of Personnel

SUBJECT: Design of a New Agency Job Evaluation
and Compensation System

1. This memorandum is to confirm and amplify on our discussion of 28 July on the steps we must take to carry out the Director's decision to design and implement a new compensation system for the Agency within the next two years. Your approval of the recommendations listed in paragraph 6 is requested.

2. Given the complexity of the tasks, and because speed is of the essence, you inquired whether we might amend the existing contract with TPF&C, to design and implement the new secretarial system, by adding an additional 34 occupations. Accordingly, we have discussed with TPF&C the possibility of adding tasks to the existing contract, or writing a new contract and were informed that, in either case, TPF&C is ready to begin work on the project immediately and is optimistic that we can be at the implementation stage for all Agency occupations within 18 months.

3. We also discussed with TPF&C our interest in putting the job design of the ADP and Case Officer occupations at the top of the list and implementing an alternative pay system for these occupations as soon as possible. With the understanding that adjustments to the internal position alignment and the structure of the pay plan may have to be made with the completion of the total Agency plan, TPF&C will be able to help us structure a pilot program for these two occupations with an implementation date as early as the end of this calendar year.

4. In sum, with the \$100,000 we have committed in this fiscal year for external consultant support (\$30,000 which is available from an existing contract, and \$70,000 of new money), we can begin almost immediately the overall program design.

5. The following is a recap of the resources which we will require to accomplish the task of designing and implementing a new job evaluation and compensation system for the Agency:

a. CONSULTANT SUPPORT: TPF&C will be brought in on a sole source contract to perform the work stated in the attached work plan. For the \$100,000 committed in this fiscal year, the consultant will assist PMCD in designing and conducting the job analysis of approximately 35 Agency occupations, and will assist us in the development of a pilot compensation

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program for ADP occupations and Operations Officers. In FY-87, an additional \$300,000 will be required to complete the design of the job evaluation system, the compensation and benefit structure, the administrative procedures, and the implementation plan.

b. PMCD RESOURCES: PMCD will discontinue its position management survey program and will commit twelve PMCD officers to work with the external consultant and with the Agency subject matter experts from each occupation to be evaluated.

c. COMPUTER SUPPORT: Computer support is required in order to satisfy the stringent time deadlines involved in the project.

STAT We will require two tempested IBM 3270 PC/ATs and one tempested printer (\$32,000) [] for use by Agency staff as well as the external consultant in the statistical modeling and forecasting and the preliminary cost projections for the implementation of the new pay system. This will allow the consultant to use existing software packages for factor evaluation and marketplace salary comparisons.

We also will need to use two IBM PC/ATs (\$17,000) at Headquarters which can access the mainframe systems.

In addition to the above, and essential to the overall success of the project, is the assignment of six computer-trained personnel.

We will need an experienced senior Agency Operations Research Analyst plus three senior computer specialists familiar with Agency systems to work with PMCD and the external consultant to design computerized cost projection models, conduct statistical analysis of the classification data, develop an automated performance evaluation system and position classification system, develop an automated compensation maintenance system and make necessary modifications to other computerized personnel databases impacted by the new system.

We will need two clerical personnel knowledgeable in the use of the IBM PC to input the data collected during the program.

Finally, the Office of Information Technology will need to implement necessary system changes to support an automated classification and performance appraisal system.

d. OFFICE OF FINANCE SUPPORT: The Office of Finance will need to designate a point of contact to work with PMCD and the consultant to assess potential impact on the payroll and finance systems, and to initiate necessary changes to meet implementation deadlines.

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e. OFFICE OF MEDICAL SERVICES SUPPORT: We will require support from the Office of Medical Services' (Psychological Services Division) research psychologists in the development of the performance standards and performance evaluation systems required by the new compensation program.

f. AGENCY SUPPORT: ~~Five or six subject matter experts from each of the occupations to be evaluated~~ will need to be made available to work with PMCD full time for approximately two weeks and then on an intermittent basis as needed during the job analysis phase of the program.


g. SENIOR MANAGEMENT SUPPORT: A working group will need to be constituted to assist the Office of Personnel and its consultant in reaching conclusions concerning the internal alignments of the various occupations.

6. Your approval of the following recommendations is requested.

- a. Consultant support and funding as described in paragraph 5a.
- b. Computer support as described in paragraph 5c.
- c. Office of Finance support as described in paragraph 5d.
- d. Office of Medical Services support as described in paragraph 5e.

STAT

Attachment

 Robert W. Magee

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**SUBJECT: Design of a New Agency Job Evaluation
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Recommendation a

APPROVED (✓)

DISAPPROVED ()

Recommendation b

APPROVED (✓)

DISAPPROVED ()

Recommendation c

APPROVED (✓)

DISAPPROVED ()

Recommendation d

APPROVED (✓)

DISAPPROVED ()

Approved as noted:

STAT

Deputy Director for Administration

5 Aug 86
Date

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DRAFT WORK PLAN

The significant phases of the job evaluation program are summarized below:

Project Guidelines:

- a. The Office of Personnel will be provided with sufficient qualified manpower and computer equipment (personal computers with "tempest" protection, and adequate access to mainframe terminals with sufficient programming resources to develop databases and systems required from the program).
- b. PMCD will no longer conduct office-wide position management surveys. For the duration of the program, PMCD will be dedicated to the development of the new compensation system, continuation of the secretarial job enrichment program and maintenance of essential current pay and classification programs. Components will be granted the flexibility to make adjustments in their organizations within their current average grade to maintain the currency of Staffing Complements, with cursory reviews by PMCD to assure equity is maintained. If upgrades are required, PMCD will provide the necessary support on a prioritized basis.
- c. Career Services will commit subject-matter experts to serve on the job analysis panels for the occupations being evaluated.
- d. The DDA will identify funding for an external consultant to assist in the design and implementation of the program.

PHASE ONE - PROJECT INITIATION:

- a. Obtain concurrence of the proposed work plan. Establish a 5 member task force of senior representatives from the Directorates and the DCI area to assist the Office of Personnel and its consultant in reaching conclusions concerning the internal alignments of the various occupations. Provide briefings to the EXCOM and Task Force on the proposed methodologies.
- b. Appoint and indoctrinate a PMCD action group which will be responsible for the technical aspects of the program.
- c. Develop schedule of steps where consultant interaction, validation and review of proposed actions will be required.
- d. Develop an internal communications process to keep Agency employees informed about the progress of the job evaluation program.

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PHASE TWO - JOB ANALYSIS:

- a. The Task Force will review the proposed 35 benchmark occupations which are representative of Agency functions and responsibilities. The Heads of the five Career Services will propose and assign subject matter experts for the job analysis panels which will evaluate each of these occupations.
- b. Panel leaders from PMCD will be briefed by the consultant on the methodology to be used in data identification and collection.
- c. The job analysis panels will evaluate each benchmark occupation.
- d. PMCD and the consultant will analyze all data, identify the common and unique job factors, and establish the levels of responsibility for each benchmark occupation.

PILOT PROGRAM (concurrent with Phase Two):

- a. The consultant and PMCD will evaluate data on the ADP and Case Officer occupations collected by the job analysis panels to identify common and unique job factors and levels of responsibility within the occupations.
- b. The consultant will conduct marketplace comparisons using private sector and federal sector data to establish a total compensation program.
- c. The consultant and PMCD will establish tentative linkage points to other Agency occupations consistent with available marketplace data.
- d. The consultant and PMCD will develop procedures for conversion, implementation and the administration of the new compensation system for the pilot program.

PHASE THREE - JOB EVALUATION

- a. The consultant and PMCD will develop an internally consistent job evaluation plan which reflects Agency requirements and Agency unique job factors for review by Task Force.
- b. The consultant and PMCD will apply the job evaluation plan to all benchmark occupations to identify job responsibility and skill levels required to satisfy Agency objectives.
- c. PMCD will evaluate nonbenchmark occupations against the job evaluation plan.
- d. The consultant and PMCD will review the occupational rankings with the Task Force and seek Agency approval of the job evaluation plan.

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PHASE FOUR - COMPENSATION SYSTEM DEVELOPMENT:

- a. The consultant will conduct marketplace analysis of available benchmark occupations.
- b. The consultant will identify link points between benchmark occupations and marketplace values to construct the compensation system.
- c. The consultant and PMCD will establish the linkage between the proposed Agency compensation structure and that of other Federal compensation systems.

PHASE FIVE - ADMINISTRATIVE PROCEDURES:

- a. The consultant and PMCD, using the pay and benefits schedules developed in Phase Four, will assign compensation levels for all occupations based on internal and marketplace values and seek approval by Agency management.
- b. The consultant and PMCD will evaluate current Agency premium pay policies and recommend policy changes required to implement and administer the new compensation system.
- c. The consultant and PMCD, in consultation with the Comptroller, will develop procedures for performance reviews, performance-based pay adjustments, and budgetary linkages for operation of the system.

PHASE SIX - IMPLEMENTATION/ADMINISTRATIVE PROCEDURES:

- a. The consultant will develop documentation for maintenance of the new compensation system.
- b. The consultant and PMCD will develop implementation procedures and conversion criteria.
- c. PMCD will compute short-term and long-term costs projections for administration of the new salary program.
- d. Agency management will advise OMB and the Congressional oversight committees of the proposed implementation of the new compensation system.
- e. PMCD and Agency management will communicate the details of the new system through briefings, managerial education, and a variety of publications.

BENCHMARK OCCUPATIONS

Administrative Assistant
Attorney - General Counsel
Budget and Finance Officer
Computer Operator
Computer Programmer
Computer Systems Analyst
Document Analyst
Electronic Engineer
Electronic Specialist/Technician
Economist
Editorial Assistant
Engineer
Imagery Analyst
Imagery Scientist
Information Control Officer/Assistant
Information Resource Officer
Instructor - Foreign Language
Intelligence Analyst
Intelligence Officer - Foreign Broadcast
Intelligence Officer - Foreign Documents
Intelligence Officer - General
Intelligence Operations Research Assistant
Intelligence Assistant
Logistics Officer —
Medical Officer
Operations Officer
Operations Support Analyst
Personnel Officer/Assistant
Physical Scientist - Research
Polygraph Officer
Project Management Engineer
Reports and Requirements Officer
Secretary
SIGINT Officer
Telecommunications Officer

*Note that log
encompasses all
at the moment.*